

Conflict Management

Consideration of Others





Conflict Management

- ➊ What is the definition of CONFLICT?
 - Originally defined as “striking at another”, “to fight with the enemy or do battle with opposing forces”.
 - Later meanings included “being antagonistic”, or “a clash between contradictory impulses between individuals.



Conflict Management

☀ Some of conflicts in my lifetime:

- '48-'49: Israeli-Arab War, also '67 & '73
- Korea: '50-'53
- Vietnam: '61- '75
- India - Pakistan (Bangladesh) War: '71
- Soviet occupation of Afghanistan: '79-'89
- Iran - Iraq War: '80-'88
- Falkland Island War: '83

Conflict Management

- ➊ Grenada invasion - '83
- ➋ Iran-contra affair-Khomeini/Shah/Ollie N
- ➋ Panama invasion - '89 (Noriega)
- ➋ South Africa-Namibia, etc 1 1/2 M killed
- ➋ Indonesia-E. Timor, Suharto killed 700,000
- ➋ Cambodia-Pol Pot & Khmer Rouge
- ➋ Philippines-Ferdinand Marcos: '72
- ➋ Iraq-Hussein: crushed Shi'ites & Kurds

Conflict Management

- ➊ Libya: COL Gaddafi - Marine barracks Leb
- ➋ Uganda: Idi Amin '71-'79, Entebbe
- ➋ Romania: Nicolae Ceausescu
- ➋ Rwanda: '94, almost one million killed
- ➋ Somalia: Hassan vs Aideed, 300 K dead
- ➋ Angola: 70 K amputees, 17 K < 15 years old
- ➋ North vs South Korea - DMZ violations, tree



Conflict Management

- ➊ Chinese - Tiananmen Sq: '89 - 158 still in jail
- ➋ Haiti: '84 - Uphold Democracy - Aristide
- ➋ U.S. vs Cuba - Bay of Pigs
- ➋ Sri Lanka - Tamil vs Sinhalese
- ➋ Munich '72 - 11 Israeli athletes killed
- ➋ Nicaragua vs United States - Somoza
- ➋ South Africa - apartheid
- ➋ Unification of East/West Germany



Terrorism & the U.S

- 10/83 - Bombing of Beruit Marine Barracks
- 12/88 - Pan Am Fl 103, Lockerbie, Scotland
- 8/92 - Ruby Ridge, ID Mother, son, and U.S. Marshall killed: while separatism, relig mil
- 3/96 - Montana Freemen - rejected federal and state authority
- 2/93 - Br Davidians, 69 died, 51 day siege

Terrorism & the U.S.

- ➊ 1/93 - Pakistani national kills 2, wounds 3 outside CIA HQ at Langley, VA
- ➋ 2/93 - World Trade Center - Islamic Fundamentalists kill 6, injure 1050
- ➋ 4/95 - Oklahoma City Federal Bldg - Tim McVeigh killed 168
- ➋ 7/97 - Olympic Cent. Park, 2 dead, 110 hurt



Conflict Management

- Poland & Solidarity - Lech Walensa
- East & West German unification
- Former USSR - Georgia/Chechnya, etc.
- India vs Pakistan - nuclear explosions
- Greek vs Turkish Cypriots since '74
- Ireland: IRA & Sinn Fein
- Former Yugoslavia -
Bosnians/Serbs/Croat

Conflict Management

Local conflicts

- State - funding priorities
- County - population control
- City - school problems
- APG - downsizing problems
- CHPPM - building inadequacies
- DEDS - deployments



The Nature of Conflict

- Conflict inevitable when together for time
- Different people will have different viewpoints, ideas, and opinions
- Occurs when no internal harmony within a person, or whenever there is a dispute between individuals
- When you hear conflict, what kind of picture comes to mind?



Negative Connotations

(Associated with Conflict Situations)

- ➊ Getting angry is a waste of time
 - They won't understand me
 - I'm afraid of the consequences
 - Confrontation is unprofessional
 - They will only counter my argument



Levels of Conflict

- ➊ **Intrapersonal conflict** - experience that takes place within the individual.
 - Occurs when there is a disagreement between how a person feels about their behavior versus how they really act.
 - E.G. A soldier who feels guilty about telling sexual or ethnic jokes but vigorously participates when friends are around.



Levels of Conflict

- **Interpersonal conflict** - Experiences between individuals in the same location, e.g. coworkers, roommates, team members.
- Exists whenever people interact or come together to accomplish a common goal.
- Their background, personality and experiences being different may make attainment of the goal quite difficult.



Levels of Conflict

- **Intragroup conflict** - Conflict between groups in the same organization/command
- Occurs whenever there is contact or interaction between groups.
- Sources of conflict = issues of group cohesion, “sticking together”, leadership and status, power or influence, and lack of or limited resources.



Sources of Conflict

- Different values and beliefs
- Role pressure or clarification
- Perception differences
- Diverse goals or objectives
- Group status or identity
- Race, ethnicity, or gender differences

Sources of Conflict

- Personality clash
- Competition for limited resources
- Disagreement on how things done
- Personal, self, or group interest
- Tension and stress
- Power and influence
- Examples of above from own experiences?

Negative Factors of Conflict

- Diverts attention from important issues
- May damage morale
- May cause polarization
- Reinforces differences in values
- Produces regrettable behaviors



Positive Factors of Conflict

- Stimulates interest
- Forum for discussions
- Increases cohesiveness
- Promotes change
- Provides means to work together



Methods of Managing Conflict

- Denial or Avoidance
- Suppression
- Power or Dominance
- Third Party Intervention
- Compromise or Negotiation
- Integration or Collaboration

